

# Washington D.C. Housing Supportive Services (HSS) Medicaid Academy

Session #3

Staffing Models, Cost Estimates and Revenue Projections for  
Medicaid Reimbursement

August 9, 2022

*Greetings  
from*



USA 22

*Greetings  
from*



USA 22

*Greetings  
from*



USA 22

Welcome to  
the  
Washington,  
DC  
Medicaid  
Academy

# Meet Our Training Team



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# Purpose of Medicaid Academy Learning Sessions

DHCF and DHS provides the WHAT/  
Policy requirements

The TA Team helps with HOW so you  
can develop a plan for your agency

Each session will include:

Helpful tips and tools provided by  
the TA team

Opportunities for sharing  
experiences across agencies

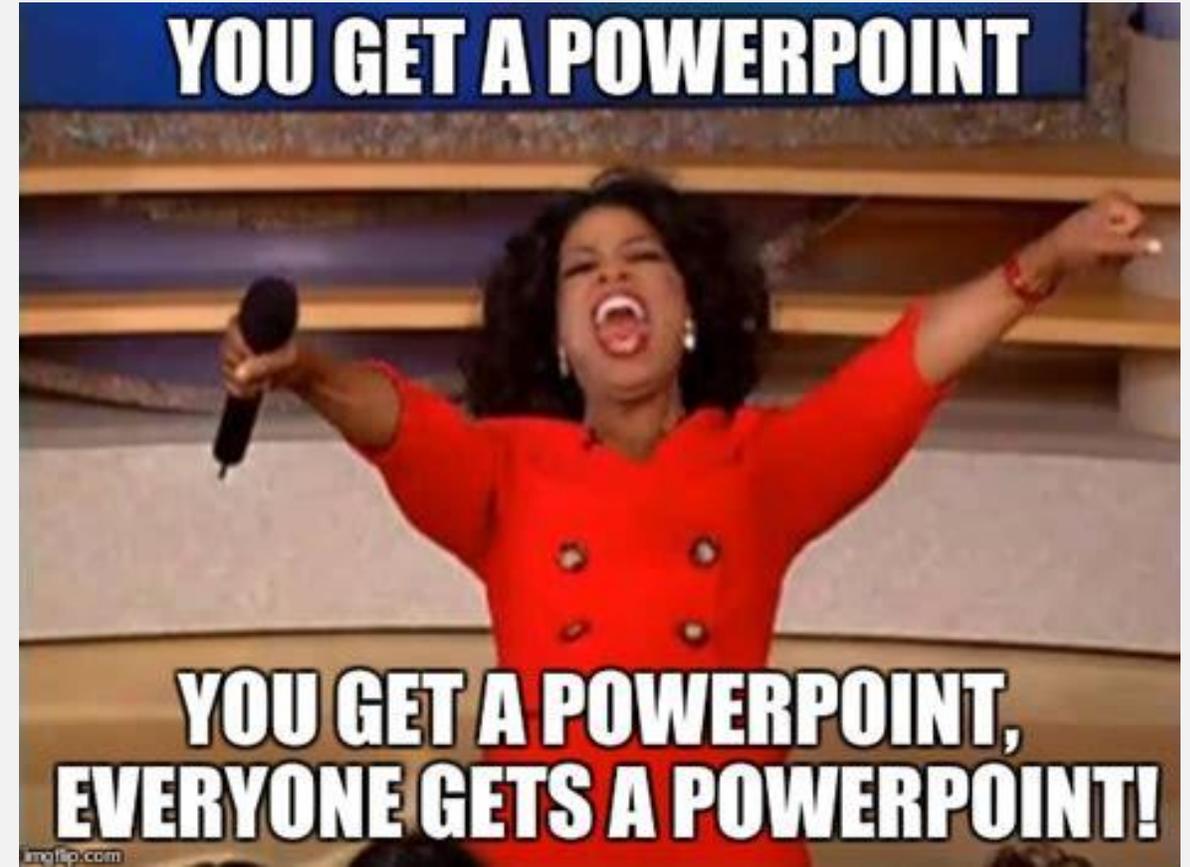
Coaching for your agency

[DHS on PSH](#)

[The approved State Plan Amendment](#)

# Email Distribution List

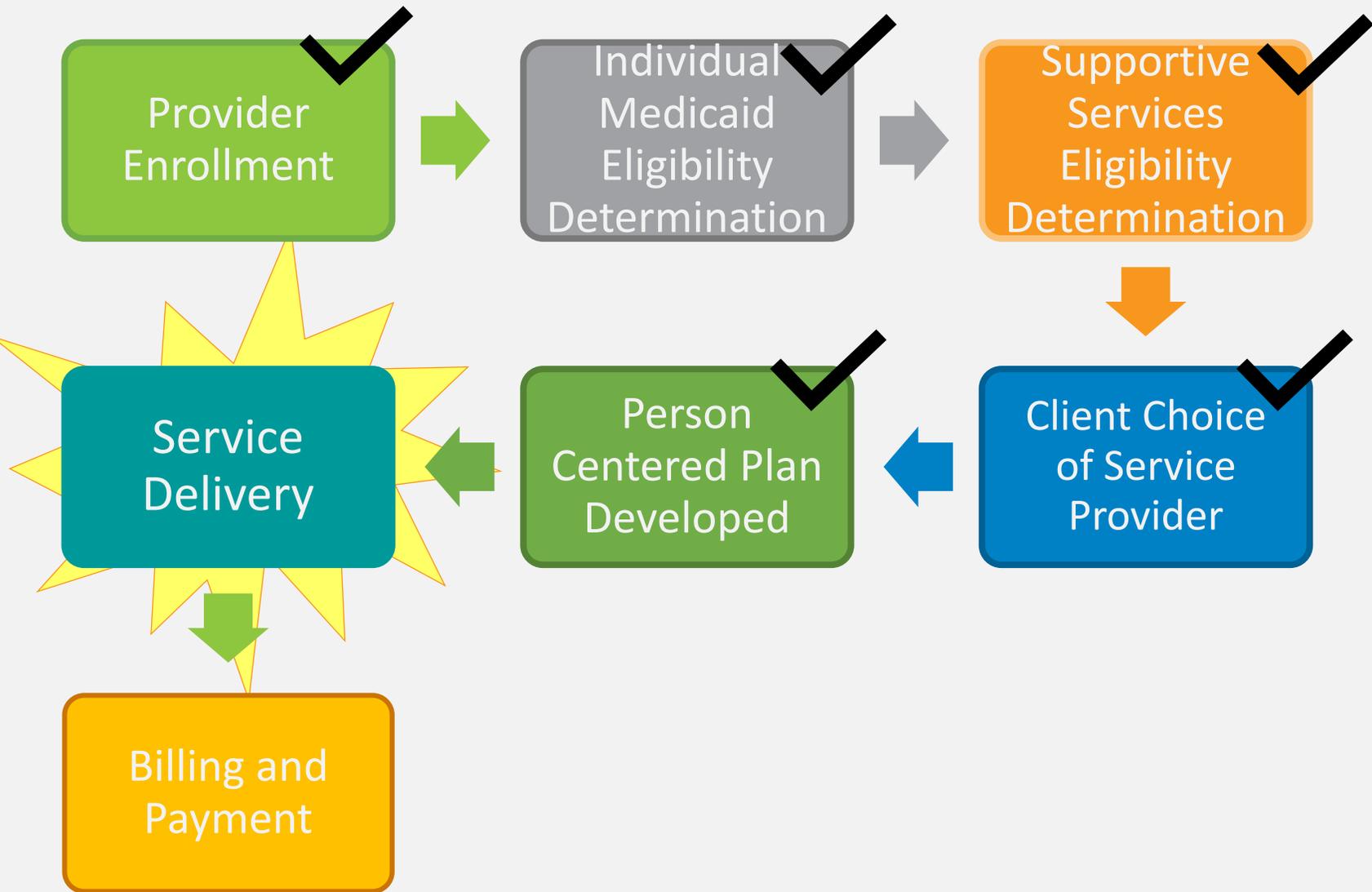
If you are not receiving the email updates from CSH, please drop your name and email address into the chat to be added to the distribution list. Slides will be available on the DHS website.



[Session 1 available on DHS website](#)  
[The approved State Plan Amendment](#)

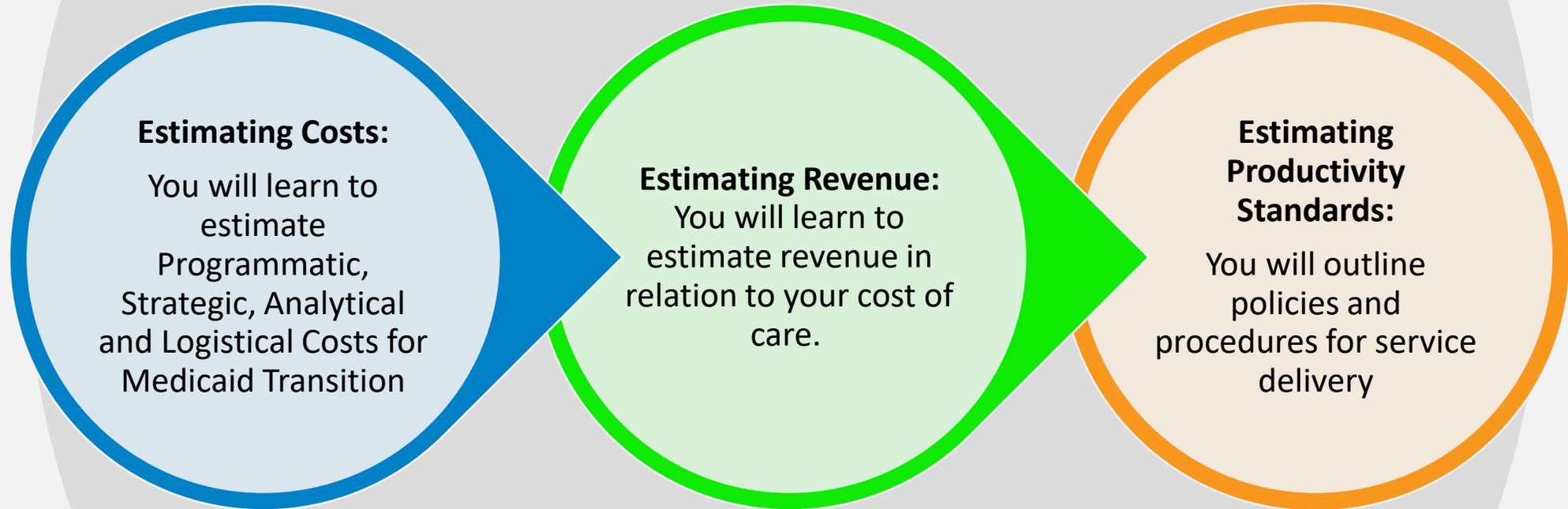
# Plan for Today: Session 3

- ✓ Review service alignment and Medicaid eligible and enrolled tenants served
- ✓ Practice using the Services Budget Tool, and Revenue Projection Tool



# Medicaid Housing Supportive Services Process

# Developing A Service Delivery Plan

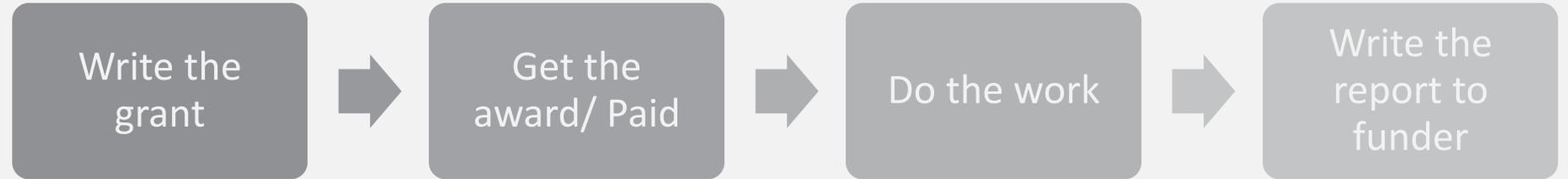


# Items You Need for Today

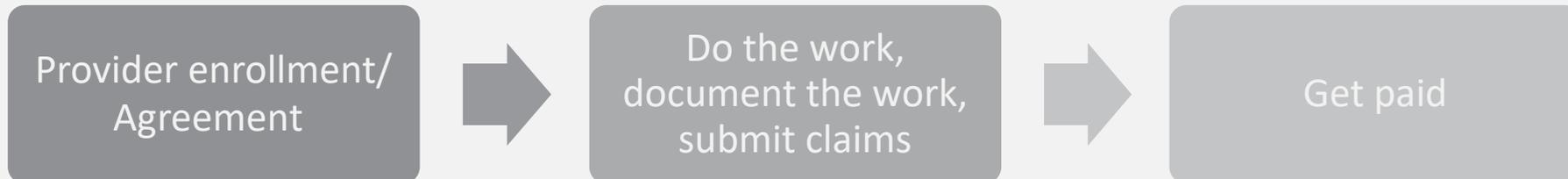
Access to Staff Salaries for direct service staff, middle managers or supervisors, and Quality Improvement staff (aka personnel expenses)

Access to program budget(s) that include operating costs for your organization (office rent, utilities, technology costs, any OTPS expenses)

# The grant world administratively



# The Health care world administratively

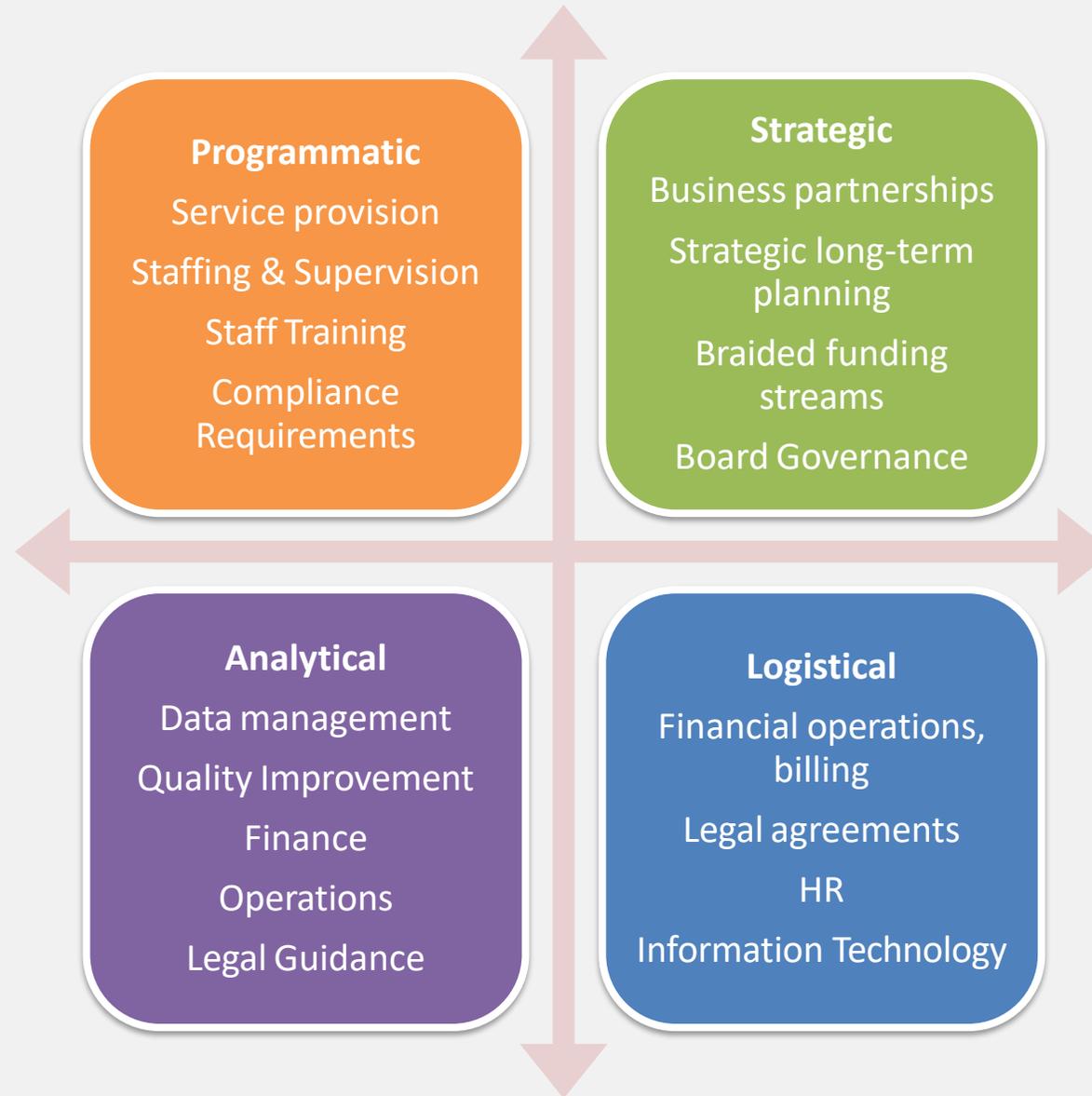


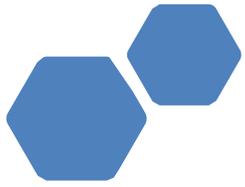
# What can today mean for your decision making?

- Estimate new Medicaid-related agency costs
- Understand your Total Cost of Care
- Set reasonable goals, develop a work plan
- Build a deeper team understanding about what including housing support services into your agency will cost for the day to day and your agency bottom line.



# The Four Lenses for Estimating Costs





# Start up/ One-Time Costs to Consider



## Hardware

- Cell phones
- Laptops
- Sound Machines for HIPAA Privacy in any office settings
- Vehicles
- Locking cabinets for additional security



## Software

- Data collection needs
- Tracking outcomes
- Tracking tenant information (surveys)
- Electronic Health Record



## Consultants

- Policy and procedure revisions
- Budgeting assistance
- Data collection assistance
- Audit prep

# Ongoing Costs to Consider



**STAFF**



**TRAINING**



**BUSINESS  
SUPPORT**



**SUPERVISION**



**QUALITY  
IMPROVEMENT**



**IT, DATA PLANS**



# Tool Alert:

Agency Work Plan Template

Simple Budget Forecasting Tool

# Estimating Revenue

**What services are currently being delivered?**

- Type
- Volume
- Frequency
- Location
- How does your current practice fit within the DHS Service Definitions

**Who are you currently serving?**

- Demographics
- Eligibility & Enrollment
- Levels of need
- Number of people served by service type and fund source

# External Impacts on Revenue Projections



PERCENT OF CLAIMS  
WITH PARTIAL  
PAYMENT



MEDICAID  
AUTHORIZATION  
FOR SERVICE LAPSES



MEDICAID MEMBER  
ENROLLMENT  
LAPSES



PERCENT OF CLAIMS  
DENIED



RATE CHANGES OR  
LACK OF INCREASE  
OVER TIME



DELAYED  
REIMBURSEMENT

# Understanding your Total Cost of Care



- What is your program budget?
- What staff are revenue generating?
- Estimate caseloads
- What percentage of time will your staff be billing for?
- Estimating productivity requirements by staff member and rate

# Estimating Case Load Sizes



WHO ARE YOU SERVING?



WHAT BEST PRACTICE SERVICE MODEL ADDRESSES THE NEEDS OF YOUR TARGET POPULATIONS?



ARE INDIVIDUALS NEW TO SUPPORTIVE HOUSING?



ARE CASE MANAGERS NEW TO SUPPORTIVE HOUSING?



TENANT BASED (SCATTERED SITE) OR UNIT BASED (SITE BASED)?

# Estimating Productivity Standards



- ✓ Time off: paid leave, sick time, bereavement, vacation
- ✓ Administrative tasks
- ✓ Non-billable services like outreach, collateral services
- ✓ Lunch/breaks
- ✓ New hire ramp up
- ✓ Training and professional development
- ✓ Building in buffer for authorizations, rejected claims, quality assurance.

Be conservative in your estimates!

# Simple Budget Forecasting Tool

- NEED A LINK TO THE SIMPLE BUDGET FORECASTING TOOL

Staff Costs Forecasting Tool																
		PERSONNEL COSTS			FRINGE BENEFITS									TOTAL		
Employee	Position Title	2021 Pay Rate	Base Hours	Annual Salary	FICA	Medicare	SUTA	Life/AD&D Insurance	LTD	Health Insurance	Workers' Comp	Retirement	Retirement Match	Total Fringe Benefits	Total Annual Cost	Total Monthly Cost
John Doe	Case Manager	\$25.00	2,080	\$ 52,000.00	3,224.00	754.00	884.00	324.00	483.60	11,132.00	520.00	1,560.00	1,560.00	\$ 20,441.60	\$ 72,441.60	\$ 6,036.80
			2,080	\$ -	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ -	\$ -	\$ -
			2,080	\$ -	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ -	\$ -	\$ -
			<b>TOTAL</b>	<b>\$ 52,000.00</b>									<b>TOTAL</b>	<b>\$ 20,441.60</b>	<b>\$ 72,441.60</b>	<b>\$ 6,036.80</b>

# Simple Budget Forecasting Tool

## Revenue Forecasting Examples

1915(i) HOUSING SUPPORTIVE SERVICES EXAMPLES					
Position	# of people on caseload	# of participants whose visit targets are met	HSS PMPM Rate	Total Annual Revenue	Total Monthly Revenue
Housing Support Worker	10	10	\$755	\$ 90,600.00	\$ 7,550.00
Housing Support Worker	10	9	\$755	\$ 81,540.00	\$ 6,795.00
Housing Support Worker	10	8	\$755	\$ 72,480.00	\$ 6,040.00
Housing Support Worker	15	14	\$755	\$ 126,840.00	\$ 10,570.00

Note: The total annual cost for John Doe from the Staff Costs Forecasting Tool was \$72,441.60. If he provides 1915(i) Housing Support services to 10 persons on caseload and meets the criteria for billable visits for all those persons, (weekly for Housing Navigation, 2X a month for Housing Stabilization Services) he will generate \$90,600 in annual revenue. For your agency, this is likely to cover the cost of both employing John (\$72,441.60) and the cost of the administrative services needed for Medicaid Compliance. But each agency needs to do their own analysis of their administrative costs.

# Services Budget Tool

**CSH**

## Basic Inputs and Assumptions

The Basic Inputs and Assumptions tab allows the user the option to change certain caseload, staffing, transportation, inflation and other budget assumptions built into the tool. Changing assumptions here in Tab 3 then apply the altered assumptions to Tabs 4-9. Blue cells indicate assumptions that can be changed.

### Basic Inputs

Is this a new supportive housing project or program? (ie. New staff and/or new tenants to supportive housing). This impacts initial case load sizes.	Yes	
Do you want to include general start up costs in your budget summary?	Yes	<a href="#">Link to General Start Up Budget Tab</a>
Do you want to include Medicaid provider costs in your budget summary?	Yes	<a href="#">Link to Medicaid Start Up Budget Tab</a>

Include the Following Service Staffing Models in the Budget Summary Output Tab?	Follow link to Staffing Model Budget Tab	Want to explore the Staffing Models more?
Assertive Community Treatment	Yes	<a href="#">Link to ACT Staffing Model Budget Tab</a> <a href="#">About the ACT Staffing Model</a>
Intensive Case Management	Yes	<a href="#">Link to ICM Staffing Model Budget Tab</a> <a href="#">About the ICM Staffing Model</a>
Tenancy Support Service Coordination (SH Case Management)	Yes	<a href="#">Link to TSS Staffing Model Budget Tab</a> <a href="#">About the TSS Staffing Model</a>
Critical Time Intervention	Yes	<a href="#">Link to CTI Staffing Model Budget Tab</a> <a href="#">About the CTI Staffing Model</a>

### Budget Assumptions

	Input for tailoring
Administrative/indirect rates are 15%	15%
Transportation costs are a necessary budget component for scattered site. For agencies unsure of miles traveled per month, CSH recommends budgeting 20 miles per day	20
Site based mileage varies greatly depending on the breadth of service coordination and transportation offered. CSH recommends up to 5 miles per day for site based	5
The 2020 Federal Mileage reimbursement rate is \$.575 per mile.	\$ 0.575
Annual inflation is currently set to assume a 2.5% increase in costs each year.	2.5%
Staff training, professional development and appreciation costs are recommended to be between 1%-3% of your staff wages. CSH recommends beginning with at least	1.5%

Ready

# Breakouts

Agency Work Planning: 30 minutes Time to add to your work plans



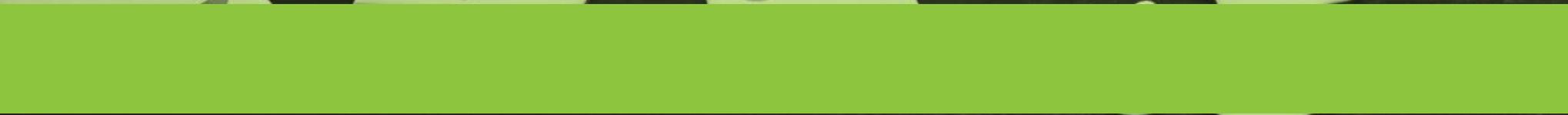


# Report Out

As a team, what to do items and timelines did you add to your work plan?



# Wrap Up and Reflection



# DC Medicaid Academy Schedule



## Up Next

Q&A on today's session  
**Thursday, August 11th 12 PM** about  
what we learned today.

Session 4: Policies & Procedures  
**Tuesday, August 16, 2022**  
3 PM -5PM EST

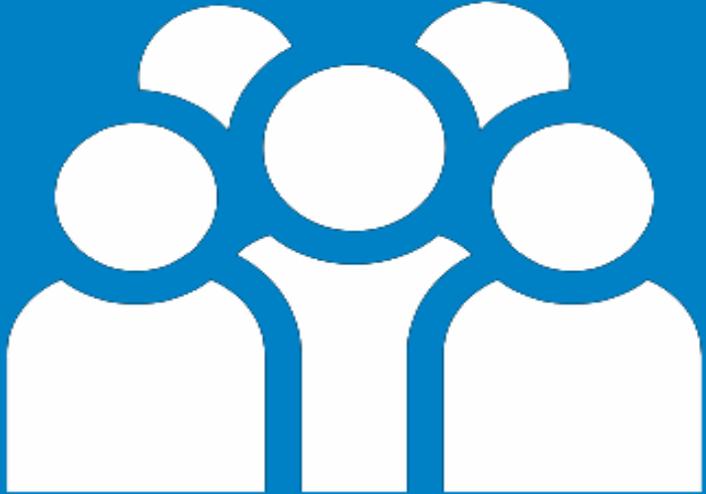
# Planning ahead for Session 4

## **Who needs to attend:**

Executive Director, Program Lead and QI

## **What do you need to gather and have access to during Session 4:**

- Have access to current policy manual
- Progress case notes from 2-Clients
- Client File



# THANK YOU

Please join us again for one of our many course offerings.

Visit [www.csh.or/training](http://www.csh.or/training)